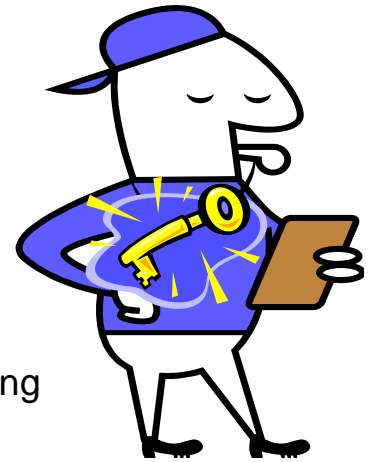


Counseling

Key Points

- ❖ Not psychological counseling
- ❖ Directive in nature, not partnering like coaching
- ❖ Do it immediately
- ❖ Be consistent – hold everyone to the same standards
- ❖ It's impersonal – not about them, it's about their behavior



Counseling Steps

1. Follow the **RISC** Model:

Report (observed misconduct, not assumptions)

Impact (to organization and individuals)

Specify (immediate required change you want to see)

Consequences (not changing = progressive discipline)

2. Ask employee to repeat what was said to ensure understanding

3. Request and listen to their reasons for behavior

4. Help them resolve any barriers to change

5. Set up review date

6. Write, date, sign and file your notes

Counseling Planning Worksheet

Report:

Impact:

Specify:

Consequences:
